

**CITY ATTORNEY**  
**Original Riverside 2.0 Strategic Goals**

**Continue to implement Neighborhood Livability program.**

**Continue to support City departments to accomplish objectives.**



# CITY ATTORNEY

## Updated Strategic Goals

**Enhance the quality of life in the City through participation in the Community Livability program.**

**2 Performance Measures**

**Reduce outside counsel costs.**

**1 Performance Measures**



# CITY ATTORNEY

## Performance Measures with Related Goals

### UPDATED STRATEGIC GOAL

Enhance the quality of life in the City through participation in the Community Livability program.

### PERFORMANCE MEASURE

Percentage of distressed properties brought into receivership

Percentage of total medical marijuana dispensaries closed

### TARGET

Maintain above 80%

Annually

Maintain above 75%

Annually

Reduce outside counsel costs.

Actual dollars spent on outside legal costs

Maintain below \$2.5 million

Annually



## **CITY CLERK**

### **Original Riverside 2.0 Strategic Goals**

**Transfer board/commission legislative records to transparency portal.**

**Automate workflow for contracts/agreements with electronic signatures.**

**Automate board/commission application/appointment/administration process.**

**Showcase transparency initiatives to community organizations.**

**Centralize public records requests/launch tool on transparency portal.**



# CITY CLERK

## Updated Strategic Goals

**Achieve and maintain prompt responses across all City departments for routine public records requests.**

### **1 Performance Measure**

**Grow and diversify board/commission applicant pool.**

**Continue incremental automation of contracts/agreements.**

**Automate board/commission application, appointment, and administration process.**



# CITY CLERK

## Performance Measure with Related Goal

### UPDATED STRATEGIC GOAL

Achieve and maintain prompt responses across all City departments for routine public records requests.

### PERFORMANCE MEASURE

**Number of days to fulfill**  
routine public records requests

### TARGET

Maintain below  
**6 days**  
Quarterly



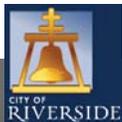
## **CITY MANAGER**

### **Original Riverside 2.0 Strategic Goals**

**Implement a customer service initiative to instill a culture of helpfulness through all departments and employees.**

**Establish regular survey processes to 1) obtain feedback from residents, businesses and customers regarding City services and activities; 2) identify community needs and priorities; 3) inform the City's economic development program on business opportunities and losses; and 4) understand the perspective of City employees.**

**Create a culture of continuous improvement and innovation in the workplace through regular process improvement activities, rewarding innovative practices and regular review of department operations on a triennial basis.**



## **CITY MANAGER**

### **Original Riverside 2.0 Strategic Goals**

**Undertake process improvement initiatives in the following areas: communication tools such as Gov Delivery; California Public Records Act responses; Entitlement processes; Claims process; Employee Recruitment and Selection; Permit Processing/One Stop Counter and Virtual Assistance; Virtual meetings.**

**Create economic development focus areas for process improvement, updated specific plans, and focused attraction/retention/expansion with Downtown, University and the Marketplace as the first phase.**

**Conduct feasibility reviews of proposed community facilities analyzing demand, location, design, cost estimates and financing alternatives, including grants and public-private partnerships to all the City Council to prioritize new projects.**



## **CITY MANAGER**

# **Original Riverside 2.0 Strategic Goals**

**Develop metrics to measure community and City progress; include community in identification of key measures, leverage academic resources in Riverside and evaluate measurement tools such as STAR communities and Seizing Our Destiny in the development process. Tie metrics to survey processes and publicize results.**

**Showcase Riverside as a desirable place to live, work and play through multiple channels in collaboration with key community stakeholders.**

**Strengthen internal and external communications with all audiences including residents, local businesses and media, with streamlined messaging and cross-departmental collaboration.**



## **CITY MANAGER**

# **Original Riverside 2.0 Strategic Goals**

**Create and implement message deck to ensure consistent messaging across all City departments to varying audiences.**

**Share key City messages through Social Media and engagement tools such as EngageRiverside.com and Nextdoor.**

**Implement citywide marketing calendar to strengthen and unify marketing efforts across the City.**

**Coordinate legislative and intergovernmental efforts with key local agencies, including but not limited to advocating for local control of Ontario Airport.**



# **CITY MANAGER**

## **Original Riverside 2.0 Strategic Goals**

**Open a new production studio to consolidate GTV staff & enhance capabilities.**

**Broaden variety and quality of GTV programming for diverse City audience.**

**Produce and Annual Report to include departmental accomplishments and progress on implementing the Strategic Plan.**



# CITY MANAGER

## Updated Strategic Goals

Continue leading a Citywide customer service initiative that instills a culture of helpfulness throughout all departments and employees.

**1 Performance Measure**

Continue a biennial Quality of Life survey to obtain feedback from residents, businesses and customers regarding City services and activities, and community needs and priorities.

**1 Citywide Vital Statistic** 



## **CITY MANAGER**

### **Updated Strategic Goals**

**Continue facilitating a culture of continuous improvement and innovation in the workplace through regular process improvement activities, rewarding innovative practices and regular review of department operations on a triennial basis.**

**Conduct feasibility reviews of proposed community facilities analyzing demand, location, design, cost estimates and financing alternatives including grants and public-private partnerships.**

**Develop Performance Measures to assess and track effectiveness and quality of City programs and services; regularly publish results.**



# **CITY MANAGER**

## **Updated Strategic Goals**

**Strengthen external media communications with targeted outreach efforts to showcase the activities of the City.**

**Grow our audience by developing a range of content that reaches a diverse audience through a variety of mediums with a focus on social, web, and email marketing.**

**Maintain Citywide calendar to strengthen and unify marketing efforts across the City. Implement internal calendar option for highlighting initiatives from all departments.**



## **CITY MANAGER**

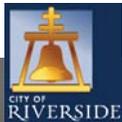
### **Updated Strategic Goals**

**Coordinate legislative and intergovernmental efforts with key local agencies.**

**Develop video content for RiversideTV that is uniquely Riverside.**

**Develop a Biennial Report of City-wide accomplishments and efforts that have been achieved during the preceding two years.**

**Establish an effective Grants Administration Program that provides tracking and management tools to City departments, elected officials and the public.**



# CITY MANAGER

## Performance Measure with Related Goals

### UPDATED STRATEGIC GOAL

Continue leading a Citywide customer service initiative that instills a culture of helpfulness throughout all departments and employees.

### PERFORMANCE MEASURE

Customer satisfaction with **City Hall concierge services.**

### TARGET

Maintain above **80%**  
Quarterly

Continue a biennial Quality of Life survey to obtain feedback from residents, businesses and customers regarding City services and activities, and community needs and priorities.

### CITYWIDE VITAL STATISTIC

**Average satisfaction** with City services



Maintain above **95%**  
Annually



# **COMMUNITY & ECONOMIC DEVELOPMENT DEPARTMENT**

## **Original Riverside 2.0 Strategic Goals**

**Achieve consistency in implementation of General Plan & Zoning Code.**

**Implement the Riverside Food Systems Alliance Food Policy to develop the local food & agricultural economy.**

**Reach housing element compliance.**

**Accomplish Successor Agency disposition.**

**Realize the Chicago Linden Neighborhood improvement.**

**Implement neighborhood-and district-based planning.**



# **COMMUNITY & ECONOMIC DEVELOPMENT DEPARTMENT**

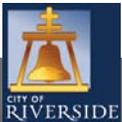
## **Original Riverside 2.0 Strategic Goals**

**Annually review and implement Economic Development Action Plan to increase employment in the City and better connect jobs, housing, and mobility (including multiple modes such as pedestrian and bicycling facilities).**

**Coordinate with RTA, RCTC and City departments to develop and implement a comprehensive mass transit system plan that equitably serves the City.**

**Complete Phase 1 Implementation of Smart Code Specific Plan focused on Downtown, Marketplace, University Avenue and environs as applicable.**

**Develop and implement a plan with Caltrans, RCTC, RTA, City departments, and the community for a multi-modal transit center on Vine including bike share program and potential cross-91 pedestrian bridge and other pedestrian connections to Downtown.**



# **COMMUNITY & ECONOMIC DEVELOPMENT DEPARTMENT**

## **Updated Strategic Goals**

**Achieve consistency between General Plan land use designations and zoning map designations.**

**Develop the local food and agricultural economy.**

**Accomplish Successor Agency disposition.**

**Integrate neighborhood-based outreach.**

**Achieve housing element compliance.**

**Create a more resilient Riverside.**



# COMMUNITY & ECONOMIC DEVELOPMENT DEPARTMENT

## Updated Strategic Goals

**Build and grow local partnerships to support tech and entrepreneurship, stimulate local investment, sustain vital infrastructure, tell the unique Riverside story and focus on a place-based economic development strategy.**

**1 Performance Measure**

**Promote and maintain a safe and desirable living and working environment.**

**1 Performance Measure**

**Reduce homelessness by providing an array of housing options and programs based on community needs.**

**1 Performance Measure**



# COMMUNITY & ECONOMIC DEVELOPEMNT DEPARTMENT

## Updated Strategic Goals

Enhance the customer service experience through Streamline Riverside initiatives including uniform plan check, expedited after-hours review, Development Review Committee, efficient software applications, and the One-Stop Shop.

**2 Performance Measures**



# COMMUNITY & ECONOMIC DEVELOPMENT DEPARTMENT

## Performance Measures with Related Goals

### UPDATED STRATEGIC GOAL

Build and grow local partnerships to support tech and entrepreneurship, stimulate local investment, sustain vital infrastructure, tell the unique Riverside story and focus on a place-based economic development strategy.

### PERFORMANCE MEASURE

**Number of businesses assisted** through site selections, permitting assistance, resource referrals and research.

### TARGET

Increase above  
**68**  
**Businesses**  
Quarterly

Promote and maintain a safe and desirable living and working environment.

Percentage of Code Enforcement complaints **responded to within 5 days.**

Increase above  
**90%**  
Quarterly



# COMMUNITY & ECONOMIC DEVELOPMENT DEPARTMENT

## Performance Measures with Related Goals

### UPDATED STRATEGIC GOAL

### PERFORMANCE MEASURE

### TARGET

Reduce homelessness by providing an array of housing options and programs based on community needs.

Number of homeless people placed in a housing program.

Increase above 60 people  
Annually

Enhance the customer service experience through Streamline Riverside initiatives including uniform plan check, expedited after-hours review, Development Review Committee, efficient software applications, and the One-Stop Shop.

Percentage of standard plan checks completed on-time by all participating One-Stop Shop departments/divisions.

Increase above 90%  
Quarterly

Average customer satisfaction rating with Department services.

Maintain above 80%  
Quarterly



# **FINANCE DEPARTMENT**

## **Original Riverside 2.0 Strategic Goals**

**Transition Risk Management administration in-house.**

**Refine Fund Balance policy to effectively manage GF Reserve level.**

**Develop an "Extreme Customer Service" initiative.**

**Develop a comprehensive vehicle & equipment replacement plan.**

**In consultation with the City Manager's Office, develop a Grants Administration program that assists departments in identifying grant opportunities and enhances department grant compliance.**

**Raise awareness of the City's financial condition, including financial planning tools utilized, status of revenues, expenses, pensions, rates and fees, and the like, through regular workshops and other tools as appropriate.**

**Establish a Contract Management process that monitors financial limits in conjunction with the Accounts Payable process.**



# FINANCE DEPARTMENT

## Updated Strategic Goals

Streamline processes to improve customer service and operational efficiency in risk management.

Implement an effective and efficient contract management process applicable to all City procurement contracts and agreements.

Ensure effective management of the City's investment portfolio with a goal of increasing returns on investment .

**1 Performance Measure**

Project, monitor and manage the City's major revenues and expenditures, and provide financial indicators in order to present a comprehensive view of the City's financial health.

**8 Citywide Vital Statistics**

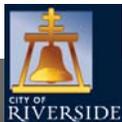


Streamline Finance business processes to maximize revenue, realize cost savings and improve customer service.

Ensure a reliable Financial System

Transform Business Tax Administration to enhance customer service and improve compliance through proactive and business-friendly practices.

**1 Performance Measure**

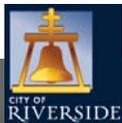


# FINANCE DEPARTMENT

## Citywide Vital Statistics with Related Goals

Project, monitor and manage the City's major revenues and expenditures and provide financial indicators in order to present a comprehensive view of the City's financial health.

CITYWIDE VITAL STATISTICS	TARGET	CITYWIDE VITAL STATISTICS	TARGET
General Fund reserve level	Maintain above <b>15%</b> Annually	General Fund pension cost percent of total budget	Maintain below <b>20%</b> Annually
Difference between year-end actual General Fund expenditures and approved biennial budgeted expenditures	Maintain below <b>2%</b> Annually	General Fund pension cost per capita	Maintain below <b>\$150</b> Annually
Difference between year-end actual General Fund revenues and approved biennial budgeted revenues	Maintain below <b>2%</b> Annually	Enterprise Funds' pension cost per customer	Maintain below <b>\$60</b> Annually



# FINANCE DEPARTMENT

## Citywide Vital Statistics with Related Goals

Project, monitor and manage the City's major revenues and expenditures and provide financial indicators in order to present a comprehensive view of the City's financial health.

CITYWIDE VITAL STATISTICS	TARGET
<b>General Fund Outstanding Debt per capita</b>	Maintain below  <b>\$1,250</b> Annually
<b>Enterprise Funds' Outstanding Debt per customer</b>	Maintain below  <b>\$4,500</b> Annually



# FINANCE DEPARTMENT

## Performance Measures with Related Goals

### UPDATED STRATEGIC GOAL

### PERFORMANCE MEASURE

### TARGET

Transform Business Tax Administration to enhance customer service and improve compliance through proactive and business-friendly practices.

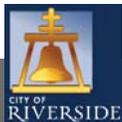
**Percent of businesses paying business license tax on or before the expiration date**

Maintain above **85%**  
Quarterly

Ensure effective management of the City's investment portfolio with a goal of increasing returns on investment.

**Annual investment rate of return**

Maintain above **0.75%**  
Annually



**FIRE DEPARTMENT**  
**Original Riverside 2.0 Strategic Goals**

**Implement Strategic Plan/ Standards of Cover**

**Evaluate EMS Reporting System/ Mobile Data Computers  
(Technology)**

**Implement the Fire Department Accreditation process**

**Evaluate the EMS Service delivery system**

**Implement Computer Aided Dispatch (CAD)/ Records  
Management Systems**



# **FIRE DEPARTMENT**

## **Updated Strategic Goals**

**Implement Strategic Plan/ Standards of Cover**

**Evaluate EMS Reporting System/ Mobile Data Computers  
(Technology)**

**Implement the Fire Department Accreditation process**

**Evaluate the EMS Service delivery system**



## **FIRE DEPARTMENT** **Updated Strategic Goals**

**Implement a comprehensive fireworks education and enforcement campaign.**

**Ensure Fire Inspections completed as planned.**

**1 Performance Measure**

**Implement Vehicle Replacement Program.**

**1 Performance Measure**

**Fire Department Emergency Response times**

**1 Performance Measure**



# FIRE DEPARTMENT

## Performance Measures with Related Goals

UPDATED STRATEGIC GOAL

PERFORMANCE MEASURE

TARGET

Ensure Fire Inspections completed as planned.

Percent of fire **inspections completed**

**Equals 100%**  
Annually

Implement Vehicle Replacement Program.

Percent of vehicle fleet that **meets the National Standard**

**Equals 100%**  
Quarterly

Fire Department Emergency Response times

Percentage of emergency **calls responded to within 8 minutes**

**Equals 90%**  
Annually



## **GENERAL SERVICES DEPARTMENT**

### **Original Riverside 2.0 Strategic Goals**

**Continue to expand alternative fuel infrastructure to promote clean air.**

**Implement energy efficient upgrades at facilities city-wide.**

**Seek economic development opportunity for west side development of airport.**

**Expand hangar complex at Fixed Based Operator at airport.**



## **GENERAL SERVICES DEPARTMENT**

### **Original Riverside 2.0 Strategic Goals**

**Seek opportunities to become more cost effective and efficient in the delivery of departmental services.**

**Facilitate capital improvement projects and facility maintenance city-wide.**

**Expand electric vehicle charging infrastructure and EV vehicles in the fleet.**

**Maximize leasing opportunities at city-owned facilities and airport.**



# GENERAL SERVICES DEPARTMENT

## Updated Strategic Goals

**Expand city's alternative fuel infrastructure to promote clean air.**

**1 Performance Measure**

**Improve cost effectiveness and efficiency in the delivery of departmental services.**

**1 Performance Measure**

**Implement a citywide facility maintenance, repair and construction program to maximize occupant safety and optimize facility condition.**

**1 Performance Measure**



# GENERAL SERVICES DEPARTMENT

## Updated Strategic Goals

**Become a general aviation airport destination for pilots and corporate tenants.**

**1 Performance Measure**

**Implement and maintain exceptional customer service.**

**1 Performance Measure**



# GENERAL SERVICES DEPARTMENT

## Performance Measures with Related Goals

### UPDATED STRATEGIC GOAL

### PERFORMANCE MEASURE

### TARGET

Expand city's alternative fuel infrastructure to promote clean air.

Annual increase in number of electric vehicle charging stations for City vehicles

Increase by 1 unit Annually

Improve cost effectiveness and efficiency in the delivery of departmental services.

Percentage reduction in vehicle maintenance costs

Decrease by 2% Annually

Implement a citywide facility maintenance, repair and construction program to maximize occupant safety and optimize facility condition.

Percentage of work orders that are preventive maintenance in nature

Maintain above 40% Quarterly



# GENERAL SERVICES DEPARTMENT

## Performance Measures with Related Goals

UPDATED STRATEGIC GOAL

PERFORMANCE MEASURE

TARGET

Become a general aviation airport destination for pilots and corporate tenants.

Annual percentage increase in airport revenue

Increase by 1% Annually

Implement and maintain exceptional customer service.

Percentage of internal City customers ranking services above average

Maintain above 95% Annually



# **HUMAN RESOURCES DEPARTMENT**

## **Original Riverside 2.0 Strategic Goals**

**Talent Management/Succession Planning/Workforce Development**

**Improve Recruitment & Selection/Hiring Process.**

**Collaboration with Finance & Leadership on HR Decisions**

**Team Building (Retreats/Training/Morale) with Employee Organizations**

**Technology Growth & Improvement**

**Develop a plan to conduct classification studies, including salary review, for all positions.**



# HUMAN RESOURCES DEPARTMENT

## Updated Strategic Goals

In collaboration with all city departments, develop an effective citywide succession plan.

Create an effective framework for talent management that incorporates key human resources policies, programs and processes.

Enhance employee recruitment and selection.  
2 Citywide Vital Statistic

Design and develop an innovative and collaborative training program.  
1 Citywide Vital Statistic

Design and implement initiatives to enhance and maintain high job satisfaction among city employees.  
1 Citywide Vital Statistic



# HUMAN RESOURCES DEPARTMENT

## Performance Measures with Related Goals

### UPDATED STRATEGIC GOAL

### CITYWIDE VITAL STATISTIC

### TARGET

Enhance employee recruitment and selection.

Average time to fill civilian **vacant positions.**

Number of critical classifications for which **eligible lists are available.**



Maintain below **95 days**  
Annually



Maintain above **15**  
Annually

Design and develop an innovative and collaborative training program.

**Percentage of employees satisfied or very satisfied** with Citywide training program services.



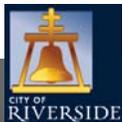
Maintain above **90%**  
Annually

Design and implement initiatives to enhance and maintain high job satisfaction among city employees.

**Percentage of employees satisfied or very satisfied** with their jobs.



Maintain above **90%**  
Annually



# **INNOVATION and TECHNOLOGY DEPARTMENT**

## **Original Riverside 2.0 Strategic Goals**

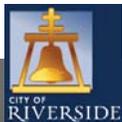
**Improve cybersecurity defenses to protect Citywide infrastructure.**

**Create a Citywide Comprehensive Continuity of Operations Plan.**

**Modernize the City's Geographic Information Systems (GIS).**

**Advocate for residents/businesses to attain faster Internet access options.**

**Expand *EngageRiverside.com* with new features, such as Open Data Sets and Dashboards.**



# **INNOVATION and TECHNOLOGY DEPARTMENT**

## **Updated Strategic Goals**

**Improve cybersecurity defenses to protect Citywide infrastructure.**

**Create a Citywide Comprehensive Continuity of Operations Plan.**

**Modernize Citywide information systems and infrastructure to improve efficiency and security**

**Expand Government transparency efforts through technology and innovation.**

**Provide excellent customer service to internal City technology users.**

**2 Performance Measures**



# INNOVATION and TECHNOLOGY DEPARTMENT

## Performance Measure with Related Goals

### UPDATED STRATEGIC GOAL

Provide excellent customer service to internal City technology users.

### PERFORMANCE MEASURE

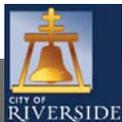
Satisfaction surveys sent upon Service Request closure - **average percentage of excellent ratings** for overall satisfaction question

Annual satisfaction survey - **average percentage of extremely satisfied ratings** for overall customer satisfaction question

### TARGET

Maintain above **90%**  
Quarterly

Increase by **10%**  
Annually



# **LIBRARY**

## **Original Riverside 2.0 Strategic Goals**

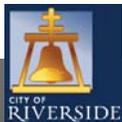
**Complete Main Library Rehabilitation Project**

**Implement Asset Based Community Development Service  
Delivery Initiative**

**Open Veterans Resource Center at Arlanza Library**

**Open Library Makerspace**

**Complete and Implement Library Department Strategic Plan**



# LIBRARY

## Updated Strategic Goals

**Implement and maintain superior customer service at all library locations.**

**1 Performance Measure**

**Increase customers' digital literacy levels.**

**1 Performance Measure**

**Increase summer reading program participant outcomes.**

**1 Performance Measure**



# LIBRARY

## Performance Measures with Related Goals

### UPDATED STRATEGIC GOAL

### PERFORMANCE MEASURE

### TARGET

Implement and maintain superior customer service at all library locations.

Percentage of customers ranking services above average.

Maintain above 80% Quarterly

Increase customers' digital literacy levels.

Percentage of customers noting an increase in knowledge of and confidence in using digital resources.

Maintain above 80% Quarterly

Increase summer reading program participant outcomes.

Percentage of participants noting an increase in reading for pleasure.

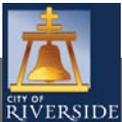
Maintain above 80% Quarterly



# LIVE NATION Strategic Goal

**Increase revenue generation from FOX  
PERFORMING ARTS CENTER and RIVERSIDE  
MUNICIPAL AUDITORIUM.**

**5 Performance Measures**



# LIVE NATION

## Performance Measures with Related Goals

PERFORMANCE MEASURE

TARGET

PERFORMANCE MEASURE

TARGET

Number of annual  
**Broadway shows**  
produced.

Maintain above  
**4 shows**  
Annually

**Number of culturally diverse  
programs** offered at the FOX  
and Riverside  
Municipal Auditorium.

Maintain above  
**15 programs**  
Annually

**Number of shows promoted**  
in 17/18 at the FOX.

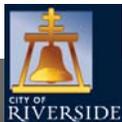
**Equals**  
**80 shows**  
Annually

**Number of events promoted**  
in 17/18 at the Riverside  
Municipal Auditorium.

**Equals**  
**70 events**  
Annually

Number of **family/children's  
programming** presented  
at the FOX and Riverside  
Municipal Auditorium.

Maintain above  
**9 shows**  
Annually



# MUSEUM

## Original Riverside 2.0 Strategic Goals

**Implement an updated Riverside Arts Plan including enhancing partnerships with City Departments, educational institutions, Native Nations, arts community, artists and business (local and regional) and elevating arts & culture for and in the community.**

**Identify, develop and implement feedback tools for customer service and program planning purposes.**

**Provide public access to Museum collection through ARGUS.NET**

**Relocate Museum Archives to consolidate with Library, City Clerk and Public Utilities to enhance public access and provide additional exhibit potential.**



# **MUSEUM**

## **Original Riverside 2.0 Strategic Goals**

**Develop museum membership program whereby individuals and organizations can support and engage with Museum.**

**Enhance stewardship of historic sites through annual maintenance and project plans.**

**Enhance Festival of Lights.**

**Complete Museum Department accreditation process.**

**Increase revenue generation from FOX Performing Arts Center & Riverside Municipal Auditorium.**



# **MUSEUM**

## **Updated Strategic Goals**

**Upgrade to ARGUS.NET**

**Consolidation of City historical archives**

**Museum membership program**

**Create annual maintenance and project plans.**

**Festival of Lights enhancement**

**Secure re-accreditation.**

**Expand and enhance strategic partnerships.**

**1 Performance Measure**



# MUSEUM

## Performance Measures with Related Goals

UPDATED STRATEGIC GOAL

PERFORMANCE MEASURE

TARGET

Expand and enhance strategic partnerships.

Number of strategic partners **in museum field and school districts**

Maintain above **10 partners**  
Annually



**PARKS, RECREATION & COMMUNITY SERVICES DEPARTMENT**  
**Original Riverside 2.0 Strategic Goals**

**Reduce deferred maintenance liability.**

**Update Park Master Plan and recreation needs assessment.**

**Enhance the operations of Riverside Arts Academy.**

**Build, open and fund the Arlington Youth Innovation Center.**

**Identify and implement park and facility Asset Maintenance software system.**



**PARKS, RECREATION & COMMUNITY SERVICES DEPARTMENT**  
**Original Riverside 2.0 Strategic Goals**

**Increase stewardship of natural resources.**

**Advance health and wellness initiatives.**

**Formalize a Professional Development and Retention Program.**

**Expand Programming and Services at Fairmount Park.**



# **PARKS, RECREATION & COMMUNITY SERVICES DEPARTMENT**

## **Updated Strategic Goals**

**Consistently deliver outstanding customer service and value.**

**1 Performance Measure**

**Provide a variety of recreation and community services programs and events that are in high demand.**

**1 Performance Measure**

**Prolong the life and usefulness of facilities through timely completion of maintenance and repair work.**

**Preserve, expand and reclaim park property for public use and benefit.**

**Provide a world-class park and recreation system that is nationally ranked and recognized.**

**1 Performance Measure**



# PARKS, RECREATION & COMMUNITY SERVICES DEPARTMENT

## Performance Measures and Related Goals

### UPDATED STRATEGIC GOAL

Consistently deliver outstanding customer service and value.

### PERFORMANCE MEASURE

Percent of customer responses with rating for **overall customer service.**

### TARGET

**Equals 80%**  
Quarterly

Provide a variety of recreation and community services programs and events that are in high demand.

Class or **program offerings fill rate.**

**Equals 80%**  
Quarterly



# PARKS, RECREATION & COMMUNITY SERVICES DEPARTMENT

## Performance Measures and Related Goals

UPDATED STRATEGIC GOAL

PERFORMANCE MEASURE

TARGET

Provide a world-class park and recreation system that is nationally ranked and recognized.

Trust for Public Land (TPL)  
**ParkScore ranking**

Maintain above  
**58**  
Annually



## **POLICE DEPARTMENT**

### **Original Riverside 2.0 Strategic Goals**

**Replace the existing communications/dispatch system.**

**Find location and funding for replacement for police headquarters.**

**Implement a body camera program.**

**Complete and publish a new 5-Year Strategic Plan.**



## **POLICE DEPARTMENT Updated Strategic Goals**

**Find location, funding and build replacement Police Headquarters.**

**Implement a body camera program.**

**Complete and publish a new 5-year strategic plan.**

**Adopt best practices to combat crime and improve  
community livability.**

**Enhance customer service.**

**Ensure the development of future leaders.**



# POLICE DEPARTMENT

## Updated Strategic Goals

**Increase service to youth.**

**1 Performance Measure**

**Increase staffing level for sworn personnel.**

**2 Performance Measures**



# POLICE DEPARTMENT

## Performance Measures with Related Goals

UPDATED STRATEGIC GOAL

PERFORMANCE MEASURE

TARGET

Increase service to youth.

Annual youth participation  
in department related  
programs.

Increase by  
**5%**  
Quarterly

Increase staffing level for  
sworn personnel.

Number of **additional net  
positions** added to  
sworn force.

Increase by  
**60 officers**  
Annually

**Reduction in response times**  
for in-progress serious incidents.

Maintain below  
**9 minutes**  
Quarterly



# **PUBLIC UTILITIES DEPARTMENT**

## **Original Riverside 2.0 Strategic Goals**

**Implement Workforce Development**

**Implement Long Range Space Plan**

**Implement Renewable Portfolio Standard Power Implementation Plan**

**Implement Integrated Power Resources Plan**

**Design and Construct Riverside Transmission Reliability Project**

**Implement Water Infrastructure Plan & Roadmap**

**Implement Electric Infrastructure Plan & Roadmap**



# **PUBLIC UTILITIES DEPARTMENT**

## **Original Riverside 2.0 Strategic Goals**

**Design and Construct Recycled Water Plan**

**Implement Integrated Water Management Plan**

**Implement Conservation/Efficiency Plan**

**Implement Strategic Technology Plan**

**Implement Fiber Business Plan**

**Implement Ten Year Financial Pro Forma**



# PUBLIC UTILITIES DEPARTMENT

## Updated Strategic Goals

**Renew, replace and modernize utility infrastructure to ensure reliability and resiliency.**

**Keep water and electricity prices affordable and comply with fiscal policy.**

**1 Citywide Vital Statistic**

**Meet internal sustainability goals and external compliance targets related to efficient use of resources.**

**1 Performance Measure**



# PUBLIC UTILITIES DEPARTMENT

## Updated Strategic Goals

**Provide world-class customer-centered service.**

**2 Performance Measures**

**Achieve excellence and continuous improvement in all aspects of operations.**

**Attain a high level of employee performance, safety and engagement.**

**1 Performance Measure**



# PUBLIC UTILITIES DEPARTMENT

## Citywide Vital Statistic with Related Goal

UPDATED STRATEGIC GOAL

CITYWIDE VITAL STATISTIC

TARGET

Keep water and electricity prices affordable and comply with fiscal policy.

Utility Bond **Credit Rating**



Maintain  
**AAA**  
Annually



# PUBLIC UTILITIES DEPARTMENT

## Performance Measures with Related Goals

UPDATED STRATEGIC GOAL	PERFORMANCE MEASURE	TARGET
<p>Meet internal sustainability goals and external compliance targets related to efficient use of resources.</p>	<p><b>Percent</b> of renewable energy sources <b>in our power portfolio.</b></p>	<p><b>Equals 27%</b> Annually</p>
<p>Provide world-class customer-centered service.</p>	<p>Average duration of an <b>electric outage.</b></p> <p>Overall <b>customer satisfaction</b> rating.</p>	<p><b>Maintain below 50 minutes</b> Quarterly</p> <p><b>Maintain above 90%</b> Annually</p>
<p>Attain a high level of employee performance, safety and engagement.</p>	<p><b>OSHA incident rate</b> per 100 FTEs</p>	<p><b>Decrease by 20%</b> Annually</p>



## **PUBLIC WORKS DEPARTMENT**

### **Original Riverside 2.0 Strategic Goals**

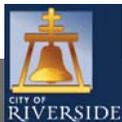
**Work with Riverside Public Utilities on recycled water and green power generation.**

**Improve refuse service (i.e., reduce complaints regarding cans, manual routes).**

**Adopt a complete streets policy and continue implementation of walkability, bicycling, accessibility and congestion relief on the transportation system.**

**Purchase the first vacuum sweeper for improved street sweeping performance.**

**Continue enhanced pavement maintenance program.**



## **PUBLIC WORKS DEPARTMENT Updated Strategic Goals**

**Invest in the sustainability of Riverside's urban forest by improving the grid trimming cycle.**

**1 Performance Measure**

**Promote best practices, increase diversion and enhance customer service for refuse program.**

**1 Performance Measure**

**Improve mobility within the City to promote efforts that support walkability, bicycling, accessibility and congestion relief on the transportation system.**

**Increase the City's Pavement Condition Index (PCI) through effective implementation of the new Pavement Management Program.**

**2 Performance Measures**



## **PUBLIC WORKS DEPARTMENT**

### **Updated Strategic Goals**

**Research opportunities that support development of recycled water and green power generation.**

**Implement enhancements to the public parking program based on the Public Parking Strategy findings over the next two years.**

**Continue focusing on providing high quality customer service by providing an initial response to all customers within one business day and achieving an average service request closure rate of less than five business days (except street trees).**

**1 Performance Measure**



## **PUBLIC WORKS DEPARTMENT Updated Strategic Goals**

**Work with Riverside Public Utilities on recycled water and green power generation.**

**Improve refuse service (i.e., reduce complaints regarding cans, manual routes).**

**Continue implementation of walkability, bicycling, accessibility and congestion relief on the transportation system.**

**Continue enhanced pavement maintenance program.**



# PUBLIC WORKS DEPARTMENT

## Performance Measures with Related Goals

### UPDATED STRATEGIC GOAL

### PERFORMANCE MEASURE

### TARGET

Invest in the sustainability of Riverside's urban forest by improving the grid trimming cycle.

Percent of street **tree service requests completed within 60 days.**

Maintain above **90%**  
Quarterly

Promote best practices, increase diversion and enhance customer service for refuse program.

**Decrease** of solid waste tonnage disposed per capita.

**Decrease by 2%**  
Annually



# PUBLIC WORKS DEPARTMENT

## Performance Measures with Related Goals

### UPDATED STRATEGIC GOAL

Continue focusing on providing high quality customer service by providing an initial response to all customers within one business day (achieving an average rate of less than five business days).

### PERFORMANCE MEASURE

Percentage of customer concerns closed with five business days (except street trees).

### TARGET

Maintain above 90%  
Quarterly

Increase the City's Pavement Condition Index (PCI) through effective implementation of the new Pavement Management Program.

Percent of potholes filled within one business day from receipt of notification.

Annual increase of PCI

Maintain above 95%  
Quarterly

Increase by 1 point  
Annually



# RAINCROSS HOSPITALITY GROUP

## Strategic Goals

**Implement and maintain exceptional customer service at Riverside Convention Center.**

**1 Performance Measure**

**Exceed annual budgeted operating revenue for Convention Center.**

**1 Performance Measure**

**Increase economic impact from Convention Center operations.**

**1 Performance Measure**

**Increase economic impact from Riverside Convention and Visitor's Bureau (RCVB) operations.**

**1 Performance Measure**



# RAINCROSS HOSPITALITY GROUP

## Performance Measures with Related Goals

UPDATED STRATEGIC GOAL

PERFORMANCE MEASURE

TARGET

Implement and maintain exceptional customer service at Riverside Convention Center.

Percentage of customers **rating**  
**Convention Center above**  
**average**

Maintain above  
**90%**  
Annually

Exceed annual budgeted operating revenue for Convention Center.

**Actual revenue** generated

Maintain above  
**\$5.8 million**  
Annually



# RAIN CROSS HOSPITALITY GROUP

## Performance Measures with Related Goals

UPDATED STRATEGIC GOAL

PERFORMANCE MEASURE

TARGET

Increase economic impact from Convention Center operations.

Value of economic impact

Maintain above \$10.8 million  
Annually

Increase economic impact from Riverside Convention & Visitor's Bureau (RCVB) operations.

Number of booked hotel room nights from RCVB operations.

Maintain above 23,500 nights  
Annually

